

GARNER POLICE DEPARTMENT



RECRUITMENT MANUAL

Revised 2016

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Introduction

Persons embarking upon a law enforcement career must be carefully selected, thoroughly trained, and continually developed. The initial selection process is of particular importance because the quality of personnel determines the character of police performance and ultimately the quality of police leadership. People who possess the qualities needed in law enforcement often do not apply and must be recruited.

The Town of Garner is an Equal Opportunity Employer and offers competitive benefits and salaries. Selections for employment will be made on the basis of applicants' qualifications for the job. All employees will be treated equitably in regard to compensation, training, and promotional opportunities without regard to race, color, religion, sex, national origin, or age. Persons with disabilities will be given equal consideration in all matters involving employment to the extent their disabilities do not prevent them from performing the essential functions of their position. The Town of Garner will reasonably accommodate any employee to the degree it does not compromise their safety and health or the safety and health of others.

The quality and quantity of police personnel resources are inter-related. The quality requirements directly affect the number of persons available to law enforcement; raising standards narrows that portion of the population eligible for employment. Careful, consistent attention must be given to attracting qualified candidates.

Recruitment Plan Objectives

The Garner Police Department recruitment plan has the following objectives:

- A. To recruit qualified applicants based on non-discriminatory practices.
- B. To ensure that there are no arbitrary barriers to nondiscriminatory employment practices, all job announcements and advertisements will be issued in simple, easily understandable language and format.
- C. To fill Police Department vacant positions as soon as practical.
- D. To collaborate with the Town of Garner Human Resource Department to ensure that recruitment is conducted in a manner consistent with the Town's Equal Employment Opportunity Plan and all other appropriate governmental regulations.

Plan of Action

- A. Conduct through salary reviews for all positions within the police department on a tri-annual basis.
- B. Transfer personnel to different assignments or divisions based on both the Department's needs and development of officers. This could include the transfer of a services officer to a sworn officer position.
- C. Assist Department Interns, who are prospective officers, by involving them in as many Department functions as possible.
- D. Increase the visibility of the Department and available vacancies within the community by maintaining a current recruitment brochure on the Department Web-Site.
- E. Based upon forecasted position vacancies, the Department may distribute recruitment material and information at various venues including, but not limited to:
 - 1. Various departments within the Town.
 - 2. In the community through individual officers as they make contacts.
 - 3. Regional community colleges, particularly those having criminal justice programs.
 - 4. Colleges having predominately minority enrollment.
 - 5. Community leaders and various civic organizations.

6. School Directors of various Basic Law Enforcement Training programs across the State.
 7. Job fairs and similar locations where the law enforcement profession is being promoted.
 8. Military installations to aid in the distribution of recruitment materials and inquire about potential job fairs on base.
 9. Career fairs and various recruitment opportunities that may be available during the recruitment time frame.
- F. Utilize minority officers for scheduled recruitment opportunities to demonstrate the achievements of minority officers in our Department.
- G. Advertise current vacancies through the local media sources, social media, and the internet.
- H. Promote usage of the on-line interest cards to those individuals making contact with the Department about hiring opportunities.
- I. Work with the Town of Garner Information Technology section to maintain a current recruitment section on the Department's website.

Services Officer Program

The Garner Police Department maintains two part-time, non-sworn services officer positions in an effort to recruit potential police officers. These positions were designed especially for people interested in becoming a Garner Police Officer who are not yet eligible due to their age or lack of BLET certification. The job tasks for the services officers include patrolling the town parks, locking park gates, after-hours animal control calls, traffic control, , and working special town events. These positions will also be tasked with responding to disabled vehicles, parking violations, and maintaining appropriate records and files.

These responsibilities allow the services officers the opportunity to gain experience working with the Garner Police Department. It allows them to learn the town and some of the duties that the Town of Garner expects from their police officers while we are able to learn about their suitability for the role of police officer. Each services officer position is generally scheduled for 15 hours per week. The Department's goal is to use this position to recruit future officers when there may not be an officer vacancy at the department.

Even though the Services Officer Program enabled us to recruit three officers to sworn positions, it was determined in September 2015 that we will no longer use this position as a recruitment avenue.

Student Intern Program

The Department recognizes the need to meet student interest in the law enforcement profession and has established a student intern program. This program will be utilized as opportunity permits.

The purpose of the intern program is to expose the student to every facet of law enforcement to help the student to make an informed decision on a career choice while also providing service to the Department. The intern program procedures are as follows:

- A. College students who are recommended by their college or university are assigned to the Support Services Division Lieutenant.
- B. Student interns must sign a Garner Police Department Release and Indemnity Agreement form.
- C. The Support Services Division Lieutenant will interview the student to obtain basic background information using the Internship Interview Form.
- D. Unless assigned to a specific project, student interns may be assigned to various units of the Department.
- E. Student interns should be assigned tasks and encouraged to ask questions and participate when possible.
- F. The Support Services Division Lieutenant is responsible for completing any forms or requests of the college or university concerning the intern's progress and completion of the program.

Police Recruit Position

The position of ***Police Recruit Position*** was introduced in September 2015 as a recruiting and training-level job used for persons hired to learn the duties of a Police Officer in the Town of Garner Police Department. Individuals classified as a police recruit would meet all of the essential job functions and qualifications of the police officer role with the exception of North Carolina Basic Law Enforcement Training (NC-BLET) certification.

The position was created to attract persons interested in law enforcement, but who had not yet received formal police academy training. Once hired, the recruit will attend NC-BLET. Upon completion of NC-BLET, the recruit will be moved to a vacant sworn police officer position.

Community Outreach

- A. The Department is not only open to assistance, referrals, and advice from community organizations and civic and religious leaders, but recognizes the positive value of such information and solicits this input on an ongoing basis.

The flow of information may be facilitated by both formal and informal contact such as with community organizations in which many of the Department personnel are actively involved and with key community leaders contacted in frequent meetings and presentations.

- B. Advertisements and recruitment brochures shall be disseminated at least ten (10) working days prior to the official application filing deadline, if such deadline exists, and the deadline will be indicated boldly on all advertisements.

Those to receive such information shall include, but not be limited to:

1. Area newspapers
2. Area radio and cable television stations
3. Educational institutions
4. Employment Security Commission
5. Job service agencies
6. Community service organizations
7. Town of Garner and Department websites and Facebook and Twitter accounts
8. The Interest Card Database

- C. Job announcements will provide a description of job duties, responsibilities, skill, and educational level required to apprise potential candidates about job requirements. The recruitment literature will depict women and minorities in law enforcement roles.

- D. Written job task analyses support the recruitment strategies and procedures. To ensure job relevancy, the Department's recruitment strategies and procedures are based on a detailed, written analysis of the nature of the job to be performed, the knowledge, skills and training required to perform the job tasks, and any prerequisite personal attributes.

Employee Responsibility

The Department realizes that present employees have a vested interest in the Department's recruitment of high quality personnel; therefore all employees are encouraged to participate in the recruitment process.

The benefits of such a program are twofold:

- A. More personnel become involved in recruiting than could be assigned specifically to such duties by the agency; and
- B. Because of their professional interest, officers generally recruit qualified candidates.

Recruitment Team

The Department's Personnel and Training Sergeant will coordinate high school, college, and university campus recruitment trips and other formal recruitment events. Personnel serving as recruiters at formal recruitment events will:

- A. Set up available displays and disburse recruitment materials.
- B. Speak to interested students and advise them on the use of the Town of Garner Website On-Line Employment Interest Form if positions are not posted.
- C. Gather information for possible future contact with applicants may be kept in an interest employment folder.

Recruitment Team Training

One of the most effective techniques in recruiting is to involve all agency personnel with the opportunity to recruit. It is imperative that the team include women and minorities to show that the Department may demonstrate its commitment to the minority community.

Prior to performing any recruiting activities, recruiters will, at a minimum, complete the following:

- A. Read the Recruitment Manual.

B. Read the following sections of the Town of Garner Personnel Policies and Procedures Manual:

1. Part II. Position Classification Plan
2. Part III. Pay Plan
3. Part IV. Recruitment and Employment

C. Each recruiter shall have a good understanding of the following:

1. The Department's recruiting needs and objectives.
2. Career development opportunities, salary ranges, benefits, and training.
3. The compliance guidelines for Federal and State regulations.
4. The community and its needs to include demographics, community organizations, and educational institutions' involvement.
5. Cultural awareness of those in our community and of potential applicants.
6. The selection process used by the Police Department and the Town Human Resource Department.
7. Selection dimensions and how they play a part in determining if an applicant is qualified.
8. Requirements of the Americans with Disabilities Act.

D. Discuss any questions or concerns with the Personnel and Training Sergeant.